

59th Medical Wing



U.S. AIR FORCE

59 MDW Hematology-Oncology Product Line Analysis

Information Brief
Briefer: LtCol Julian
Date: 15 Oct 04

Integrity - Service - Excellence

Overview

- Revised Financing & Business Plan
- San Antonio Multi-Service Market (SA-MM)
- Centralized Consult Management and Appointing (CAMO)
- Heme-Onc Product Line Review

Revised Financing Overview

Prospective Payment System

- Goal 1: Provide Care of your Prime Enrollees
 - In-house vs. “make vs. buy” to Private Sector
 - MTF responsible for all PRIME care rendered in both direct care and private sector
- Goal 2: Earn Revenue on Fee for Service (FFS) Basis
 - Other MTFs’ Enrollees, Space-A (Active duty and other), Tricare Plus and TRICARE for Life, and MCSC (new)
- Bottom-line: We need to take care of our enrollees and meet our business plan targets; Focus on Customer Satisfaction, Access to Care, Productivity, and Data Quality

Business Plan Overview

Actual **59 MDW** Performance Oct-May 04

RVUs	IHC	Other DC	PC	Total PRIME	Other Enr	SA AD	SA NAD	Plus	Total FFS
Actual	256,130	16,071	55,388	327,589	79,986	72,278	48,866	104,149	305,279
Target	286,272	25,624	44,248	356,144	94,336	110,488	95,384	74,136	374,344
Diff	(30,142)	(9,553)	11,140	(28,555)	(14,350)	(38,210)	(46,518)	30,013	(69,065)
% Met	89%	63%	125%	22%	77%	44%	109%	140%	82%

RWPs	IHC	Other DC	PC	Total PRIME	Other Enr	SA AD	SA NAD	Plus	Total FFS
Actual	2,633	225	344	3,202	1,854	290	3,262	2,877	8,283
Target	2,856	280	368	3,504	2,088	440	4,864	2,072	9,464
Difference	(223)	(55)	(24)	(302)	(234)	(150)	(1,602)	805	(1,181)
% Met	92%	80%	93%	91%	89%	66%	67%	139%	88%

 Bottom-line: -\$6.0M

Source: P2R2 Virtual Analyst website

- Performance against targets seen differently for PRIME & FFS patients
- FY04 Targets based on FY02 LOE with no adjustments
- FY05: 25% "At Risk"; FY06: 50%

SA-MM Overview

Goals & Objectives

- San Antonio Multi-Service Market (SA-MM) consists of WHMC, BAMC, Randolph Clinic, and Brooks Clinic
- Goals: Achieve the following desired end states
 - Optimize efficiency between direct and purchased care markets
 - Eliminate duplicate services
 - Increase synergy and cooperation among San Antonio MTFs
 - Ensure patient satisfaction with access and quality service
 - Strengthen Readiness by allocating the appropriate mix of resources
- Objectives
 - Optimize provider mix across specialty lines
 - Move providers and add facility capacity to meet population demands
 - Conduct rigorous business planning for clinical service lines
 - Optimize Third Party Billing, Contracting and Pharmacy
 - Establish a SA-MM Consult, Appointment and Management Office

CAMO Benefits

- Recapture Prime Leakage through more effective utilization of Market resources
- Provide “Entire Market” approach to appointment and referral processes
- Eliminates competition between MTFs and encourages cooperation
 - Encourages consolidation of clinical service lines
 - Facilitates GME (free movement of patients and staff between MTFs)
- Provides single POC for coordination between Purchased Care System and MTFs on referrals

Hem/Onc

Product Line Analysis

- Clinic Description
- Manpower and Staffing
- Readiness/Mobility Taskings
- Access to Care
- Template Review and Workload over Time
- PRIME Leakage, PSC Use, and Market Share
- Coding Analysis
- Comparison to Civilian Benchmark
- Business Plan Implications
- Third Party Collections
- Customer Satisfaction
- Stoplights

Hem/Onc Department Description

- WHMC provides full range of lab and clinical services for adult patients with hematologic and oncologic disorders
 - ~ 20 new consults and 100-120 follow-up appts per week
- Transfusion services (chemotherapy, transfusion of blood products, injections, port flushes) to ~ 120 patients per week in the Hem/Onc Clinic and 40-50 in the BMT clinic
- DoD's only allogeneic/autologous bone marrow transplant unit/clinic: ~75 transplants per year
- Staff Special Hematology Lab
- Participate in NCI-sponsored research trials
- Staff the Special Hematology Lab

Hem/Onc

Description (con't)

- BAMC provides essentially the same services as WHMC
- Exceptions:
 - Bone Marrow Transplant
 - Special Hematology/Coagulation Lab

Hem/Onc GME Program Status

- SAUSHEC Hem/Onc Fellowship with BAMC
 - 3-year fellowship following Internal Medicine (44M)
 - 3 AF Starts/2 Army Starts per year
 - Currently, 6 AF and 5 Army Fellows: Total 11
- RRC Status: 4-year accreditation; last accreditation Aug 99; next RRC inspection Mar 05
- Overall Program Health: Good
 - 100% Board Certification
 - 100% on-time graduation
 - Scores: top 30th percentile

Hem/Onc Provider Staffing

	Authorized			Assigned				
Providers	Mil	GS Civ	Total		Mil	GS Civ	Total	Staffing
44M3AE	6	0	6		6	0	6	100%
Support								
46N3	1	3	4		1	3	4	100%
4N0s	0	3	3		0	3	3	100%
4A0s	1	1	2		1	1	2	100%
Lab Technologists	2	4	6		0	4	4	100%
Total Support	4	11	15		2	11	13	100%

Staff Physicians:

LtCol Osswald: Program Director, Lab Director

LtCol Ririe: BMT Director, AF/SG Consultant, and PD
for

Transitional Residency

Maj DeLeon: Flt/CC

Maj Splichal:

Maj Harroff

Maj McFarland (Deploying Jan 05)

- LtCol Oswald PCS (tentative) Summer 05; plan to replace with a fellow
- AFMS staffing outlook is good

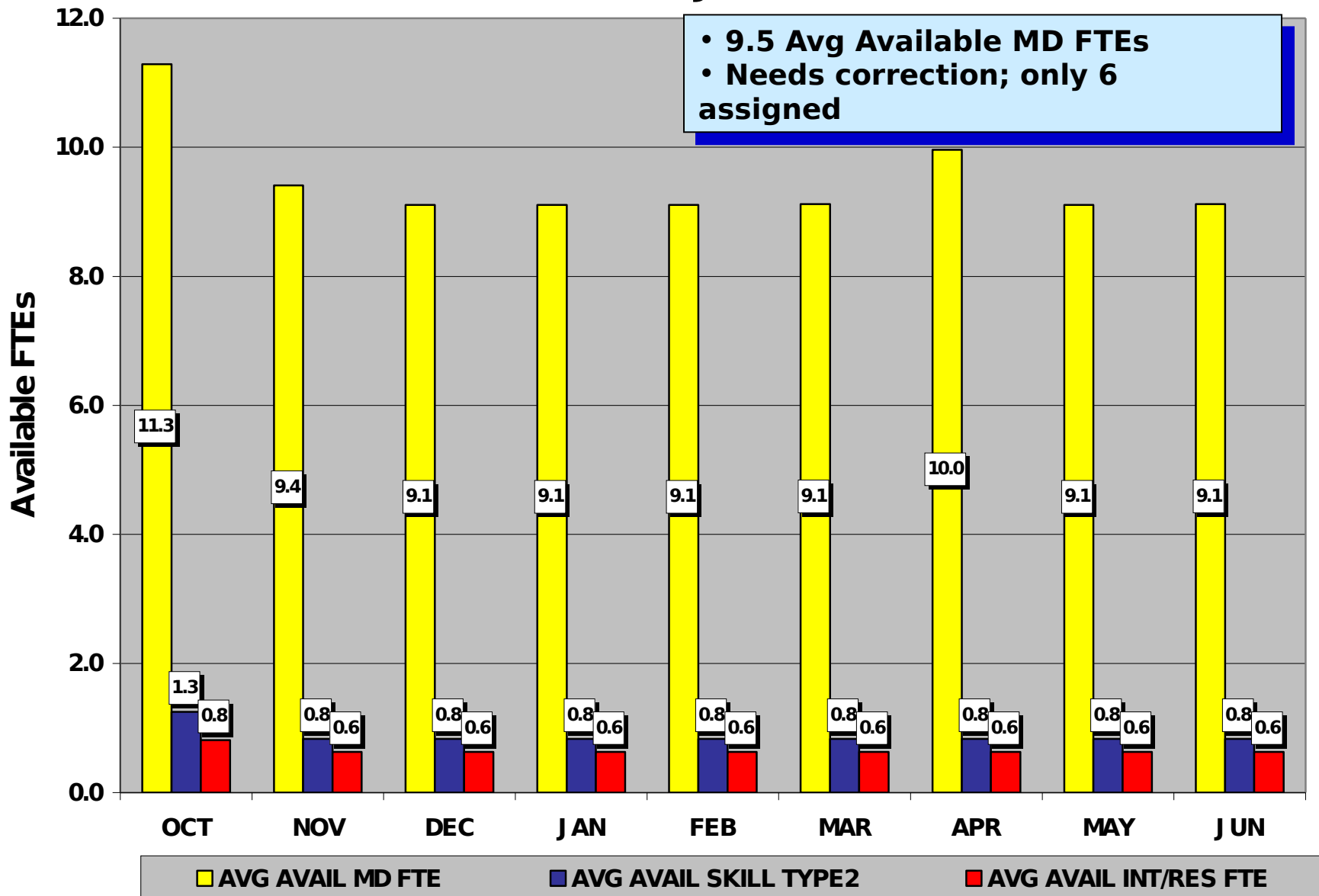
Hem/Onc Manpower

- MAPPG06 Changes

	Currently Authorized				MAPPG06 UMD				
Providers	Mil	GS Civ	Total		Mil	GS Civ	Total	Change	Net Change
44M3AE	6	0	6		5	0	5	Loss of 1 Physician	-1
Support									
46N3	1	3	4		1	3	4	No Change	
4N0s	0	3	3		4	0	4	Delete 3 GS; add 4 Enl	1
4A0s	1	1	2		1	4	5	Add 3 GS Civ	3
Lab Technologists	2	4	6		2	4	6	No Change	
Total Support	4	11	15		8	11	19		3

Hem/Onc Monthly Reported Available FTEs

Oct 03 – Jun 04



Hem/Onc

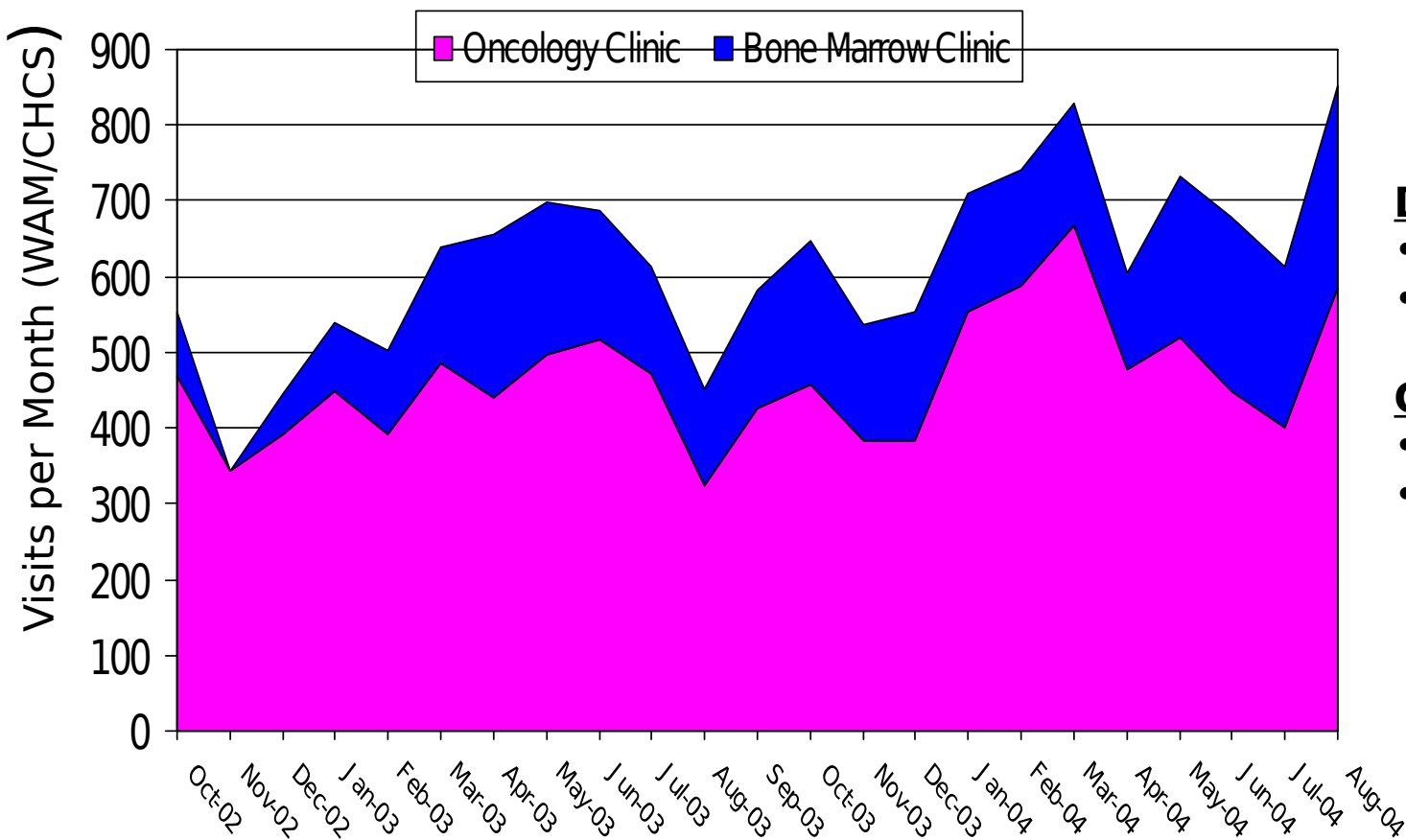
Mobility and Other Deployments

- Physician Deployments (SGX Database)
 - FY03:
 - 1 (Splichal) 120 days
 - FY04 Taskings in Turtle Model (44M3 Subs)
 - EMEDS Critical Care: 2 per = 6 FTEs = 720 days at risk*
 - Hospital Med Exp: 2 per = 6 FTEs = 720 days at risk*
 - Total At Risk: 1,440*
 - FY05 Projected: McFarland 120 days
 - Humanitarian and Civic Assistance
 - None

** Not counting transition days*

Hem/Onc

Total OP Visits Oct 02-Sep 04



Distribution:

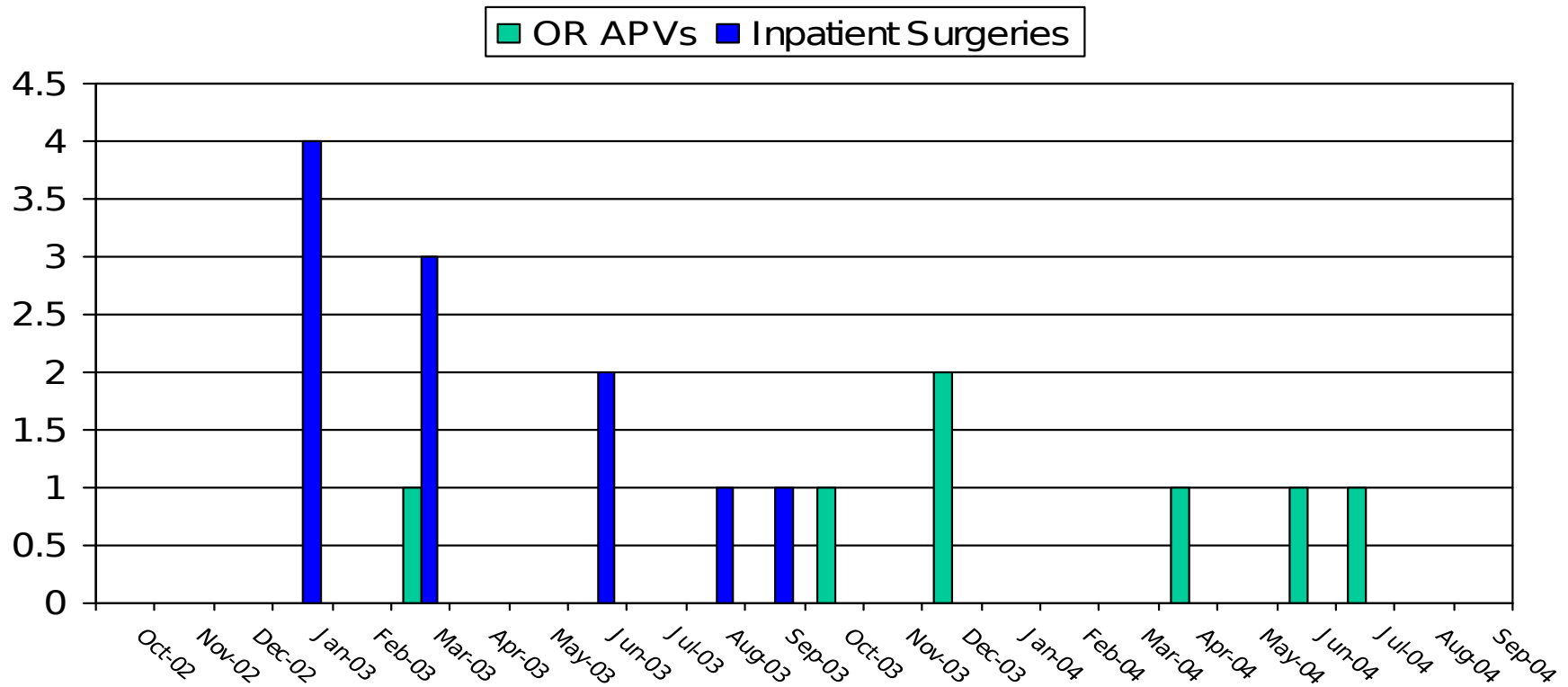
- Onc Clinic: 72%
- Bone Marrow: 28%

Change (04 vs. 03)

- Onc Clinic: +13%
- Bone Marrow: +51%

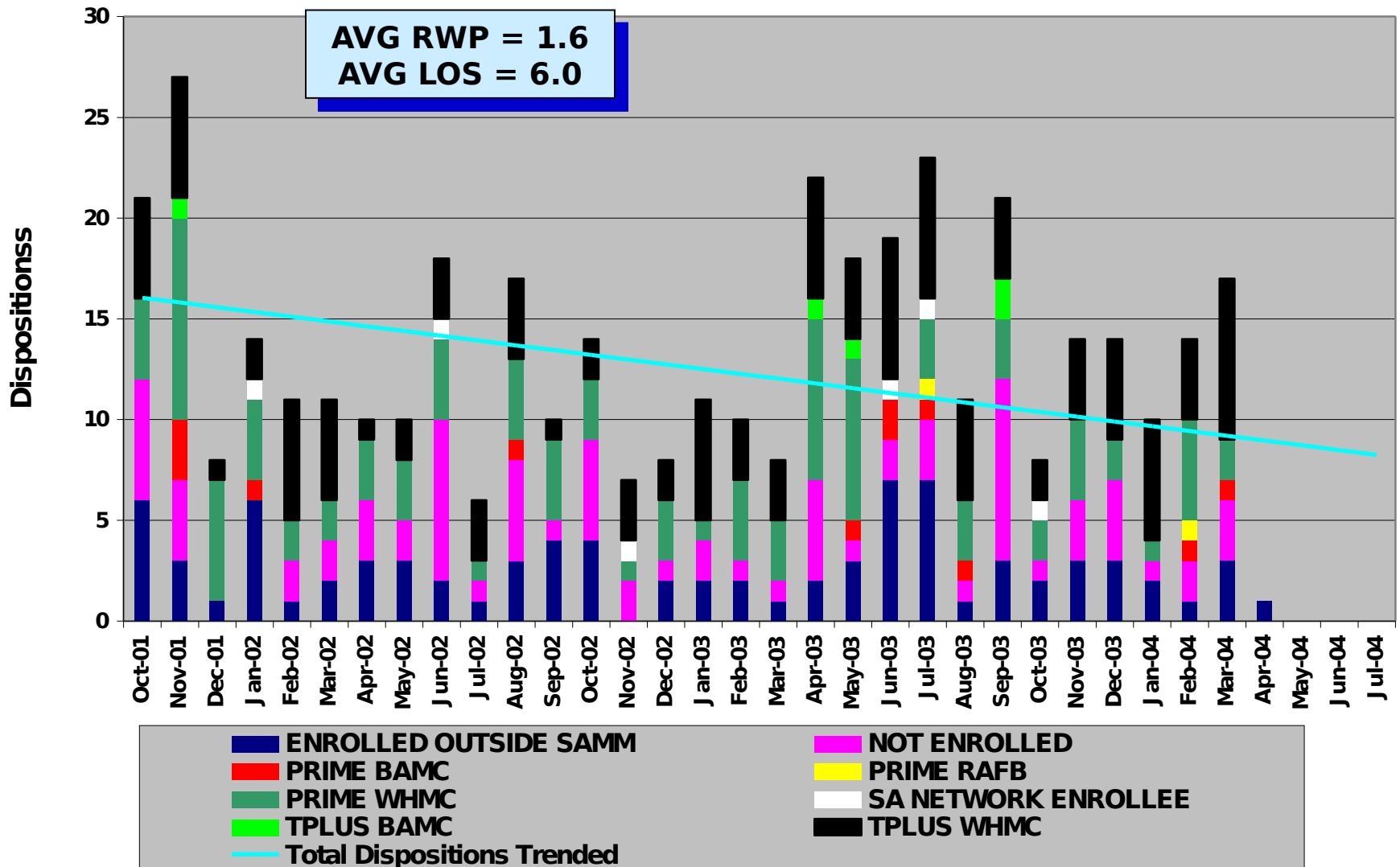
- FY04 Avg: 682/mo
- FY03 Avg: 559/mo
- Change: +22%

Bone Marrow Transplant Surgeries and OR/APVs Oct 02 - Sep 04

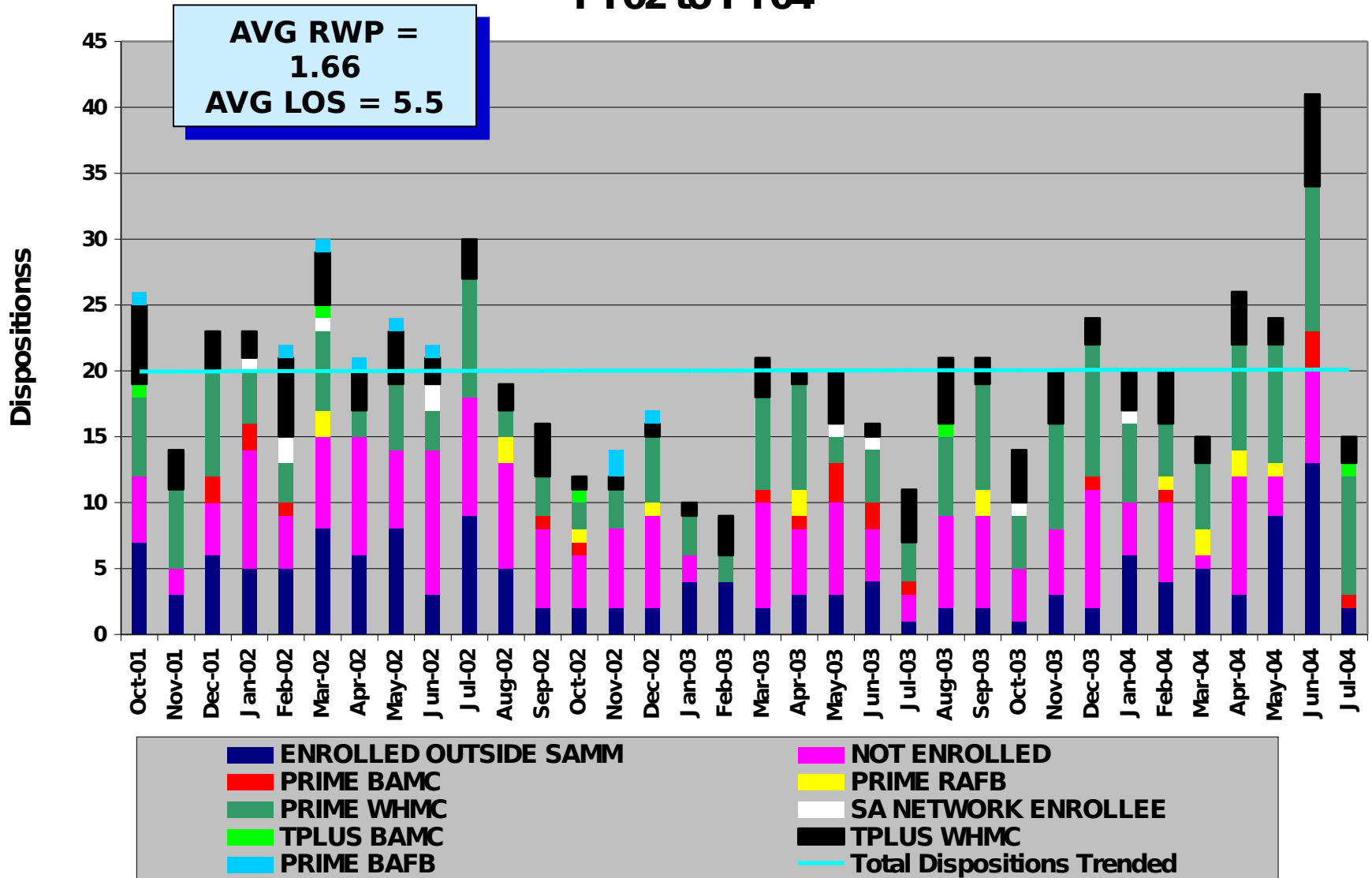


- Very small numbers; trend of Bone Marrow OR procedures Is down 64% in FY04 from 1.1/mo To 0.6/mo

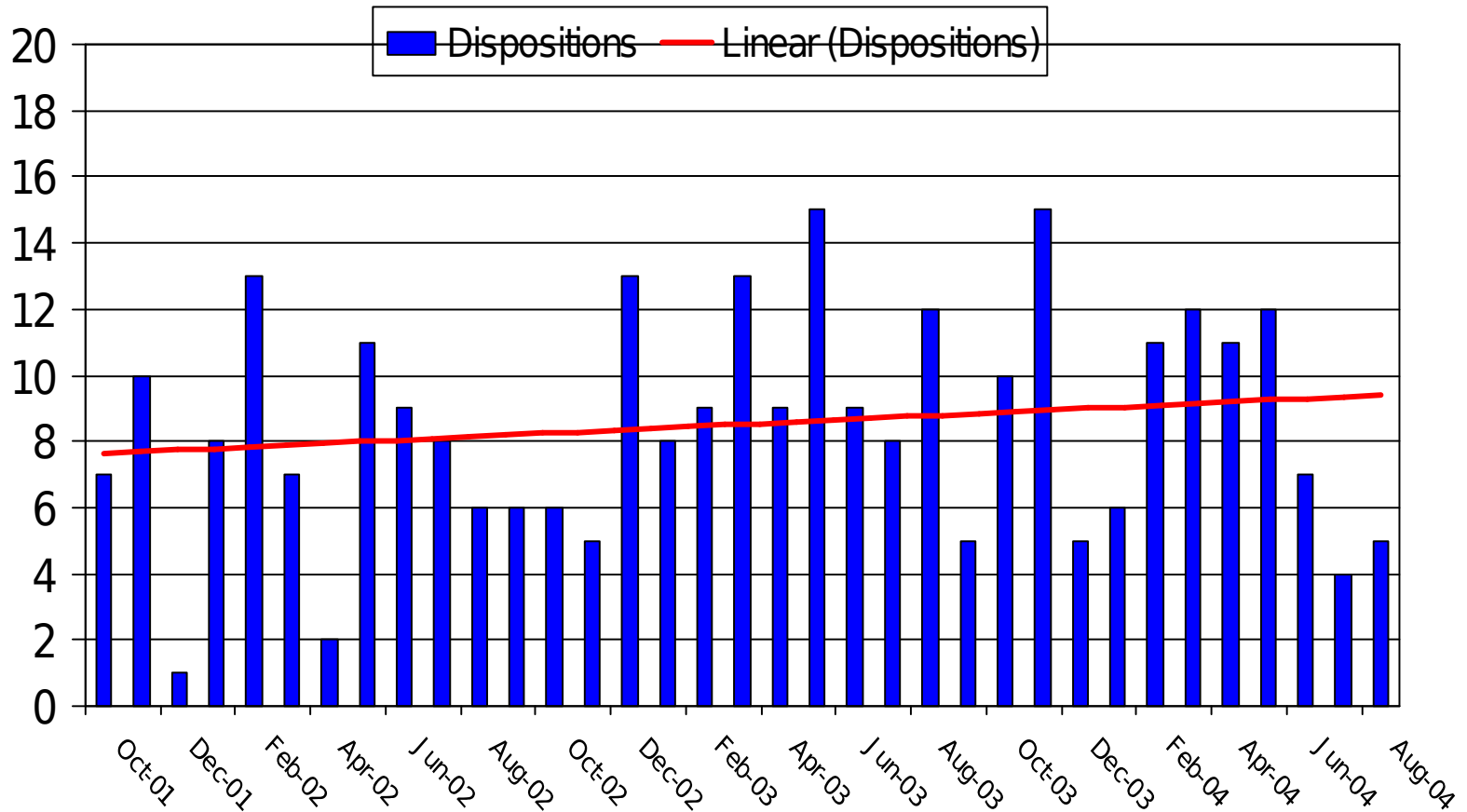
WHMC HEMATOLOGY Dispositions Trended FY02 to FY04



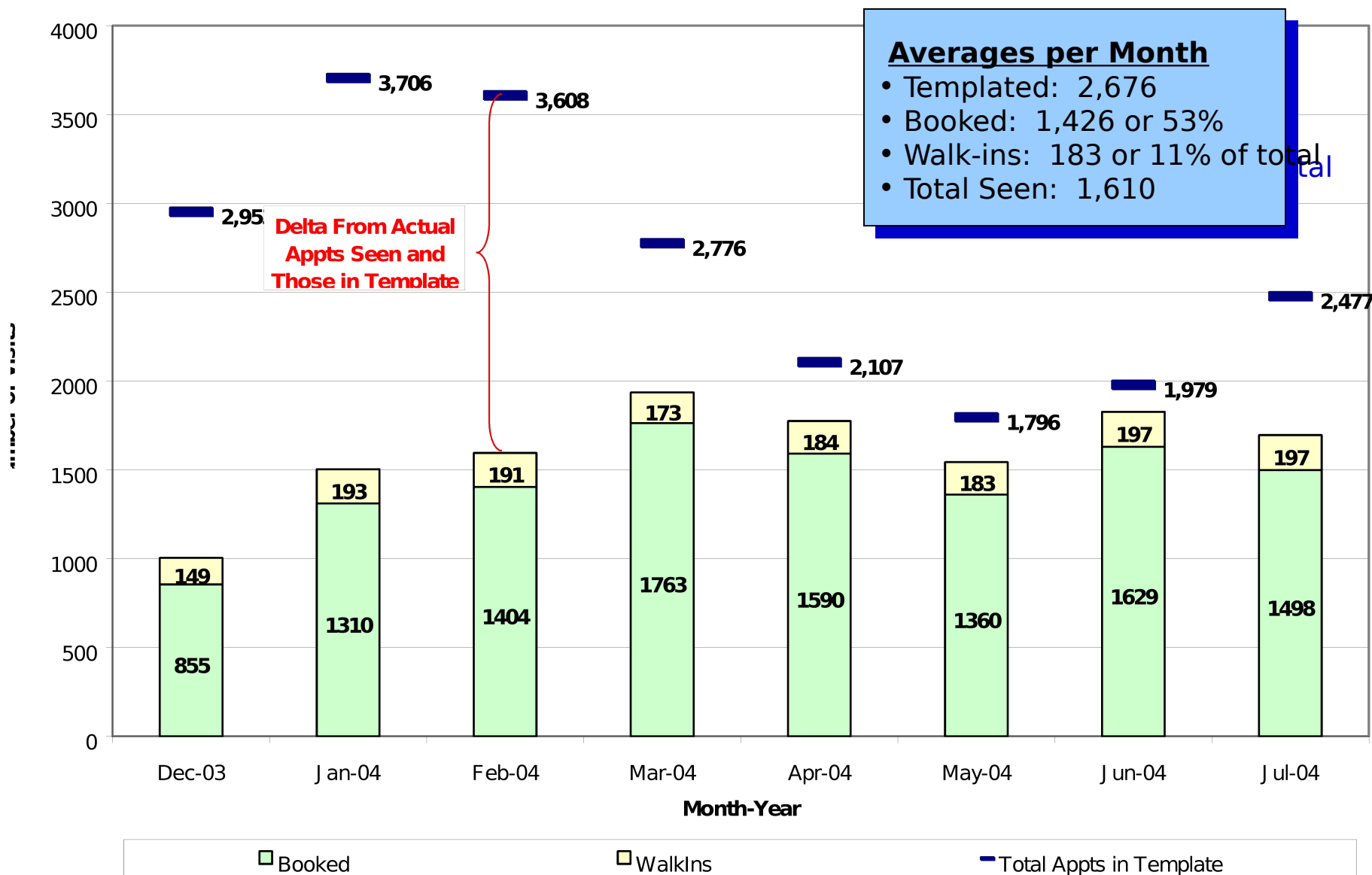
WHMC ONCOLOGY Dispositions Trended FY02 to FY04



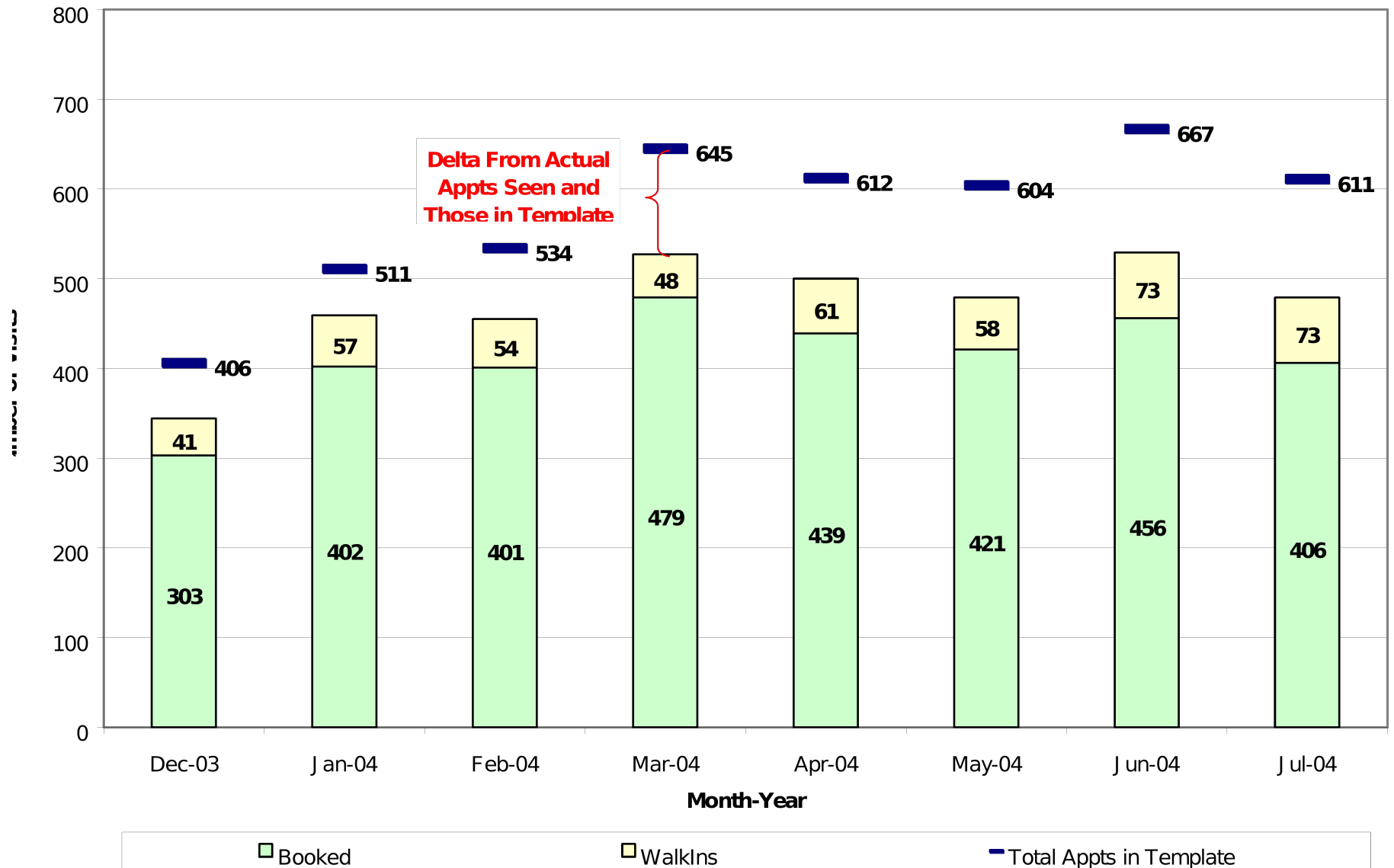
Bone Marrow Transplant Dispositions FY02 to FY04



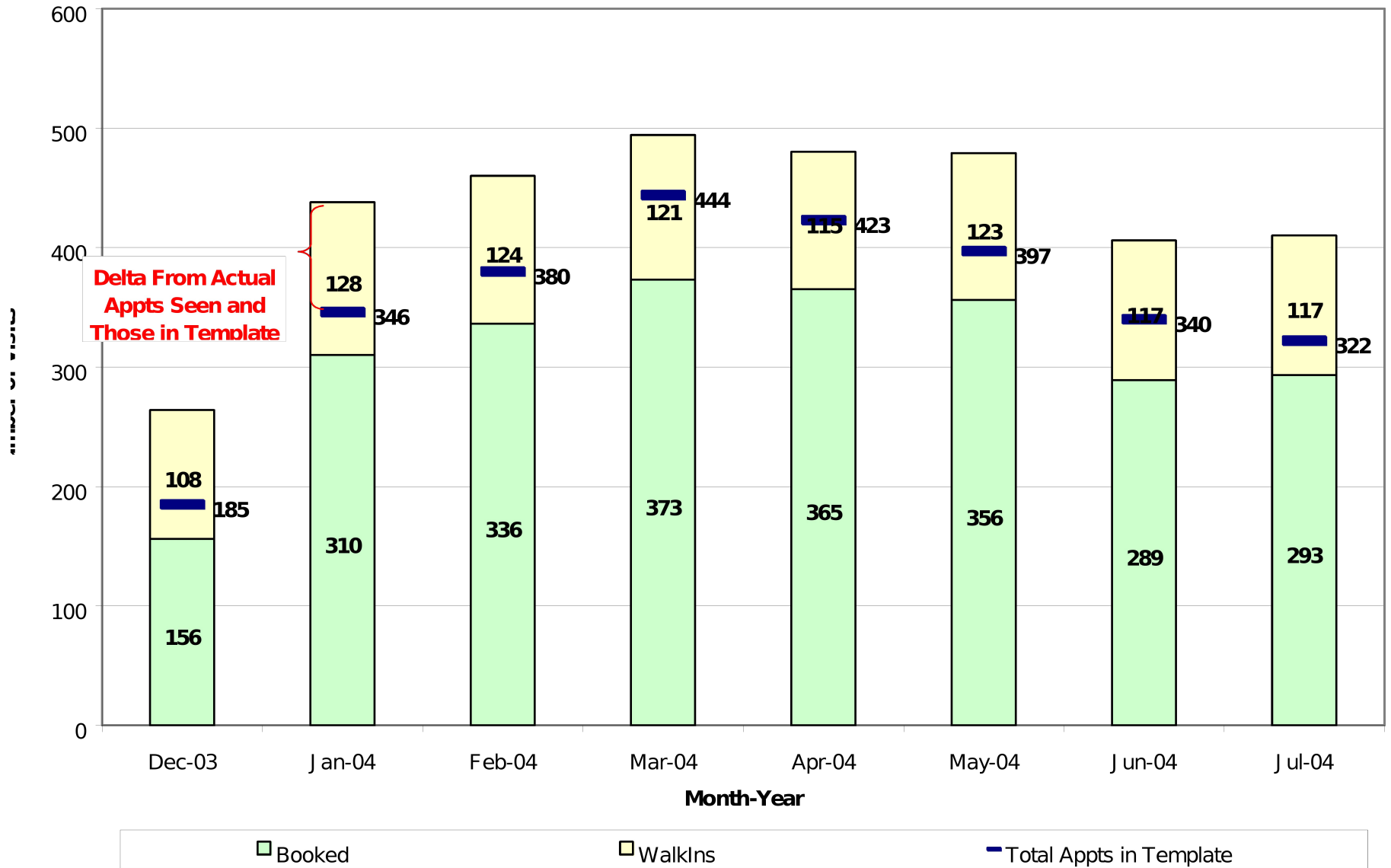
Hematology and Oncology Service Line: OVERALL HEM/ONC TEMPLATES WHMC



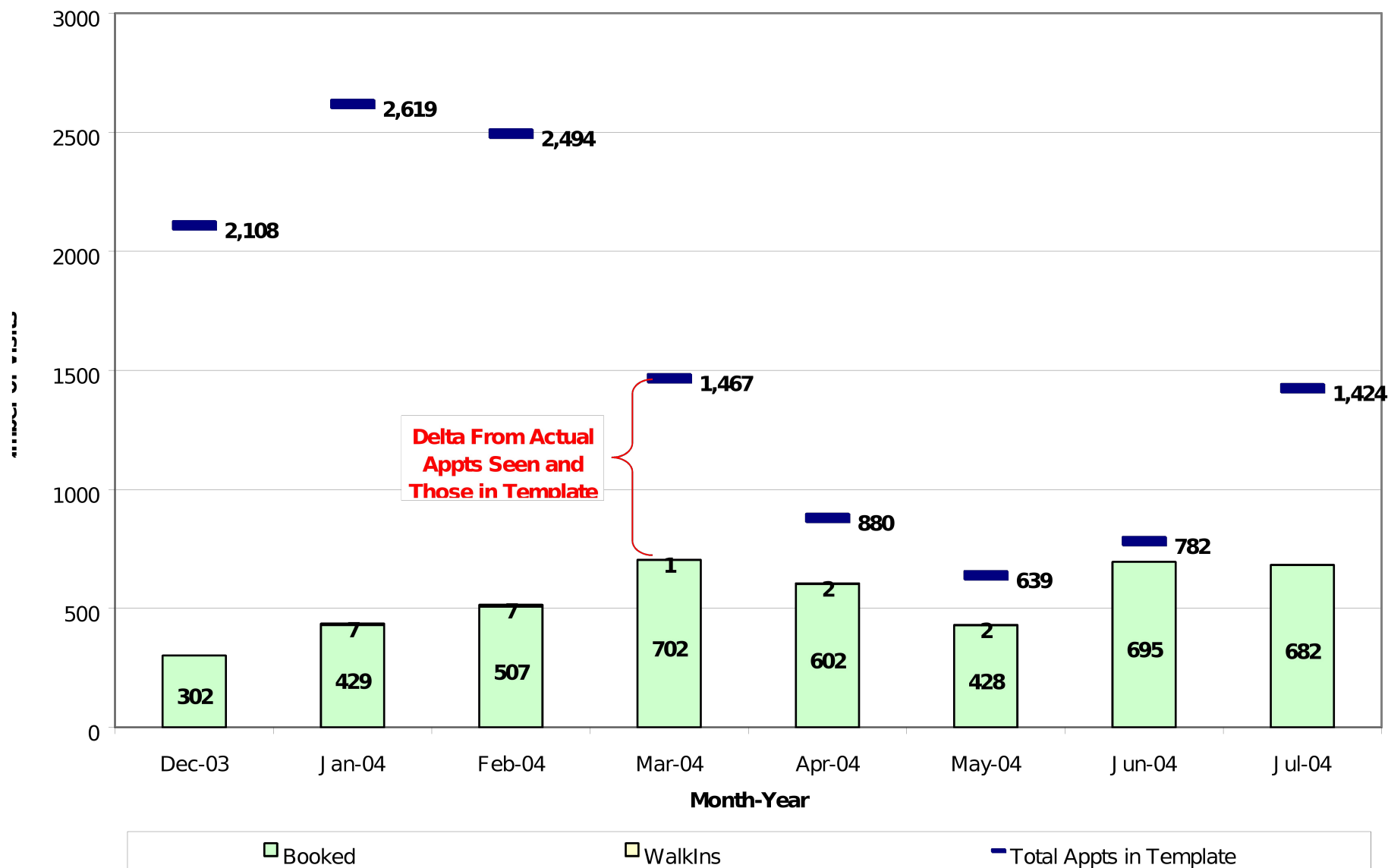
Hematology and Oncology Service Line: CHEMOTHERAPY,WHMC



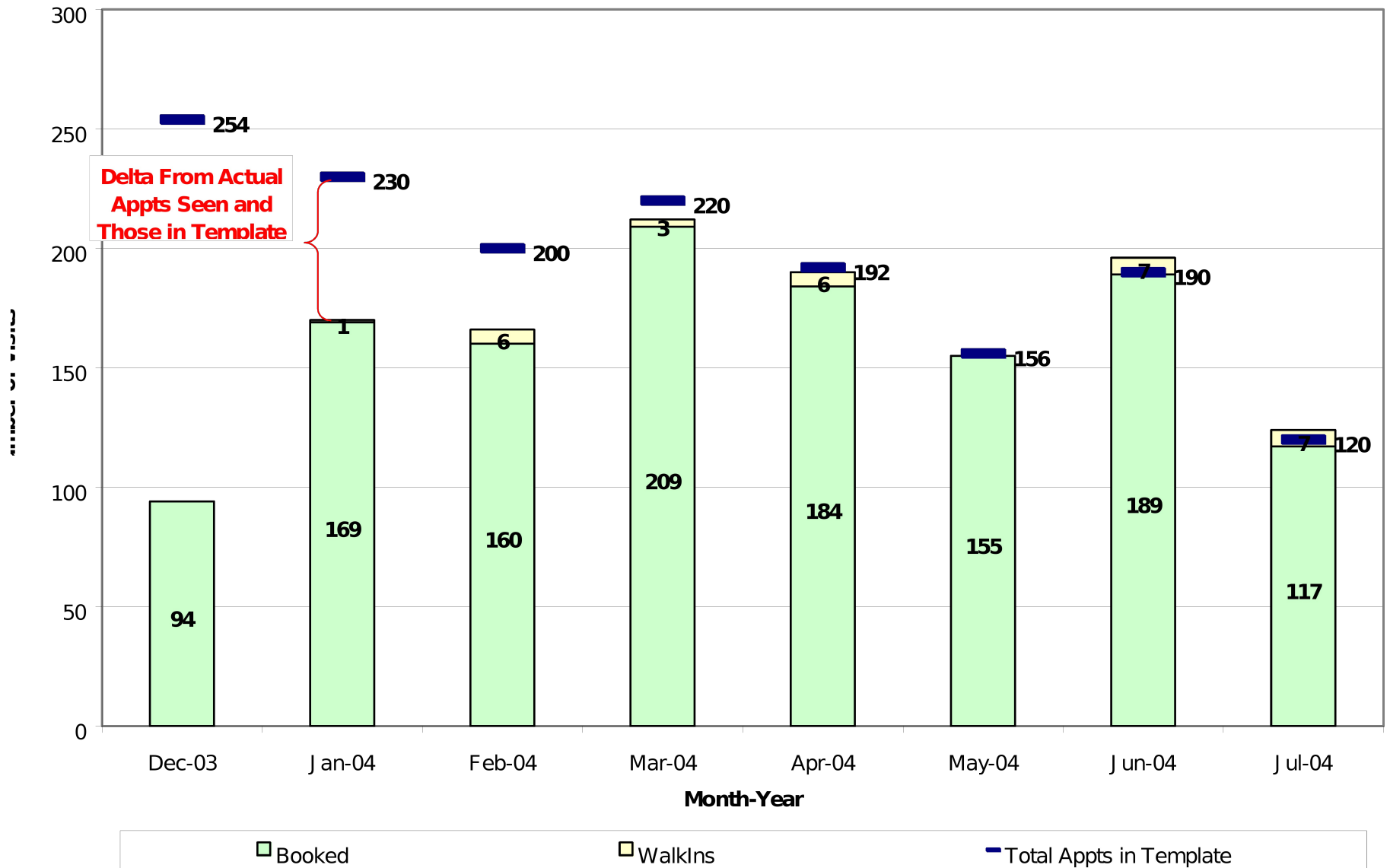
Hematology and Oncology Service Line: ONCOLOGY,WHMC



Hematology and Oncology Service Line: RADIATION ONCOLOGY TRMNT,WHMC

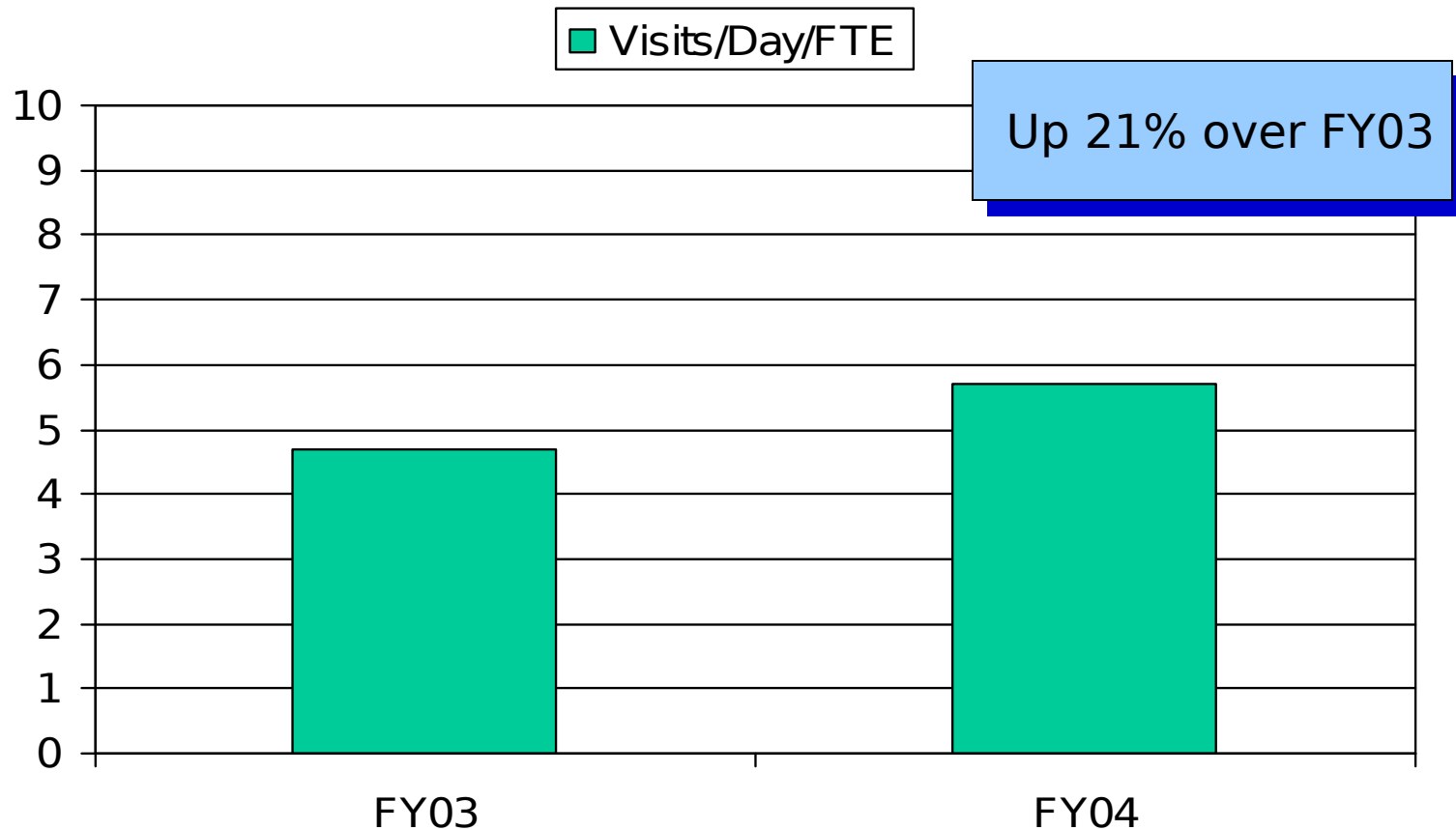


Hematology and Oncology Service Line: RADIATION ONCOLOGY,WHMC

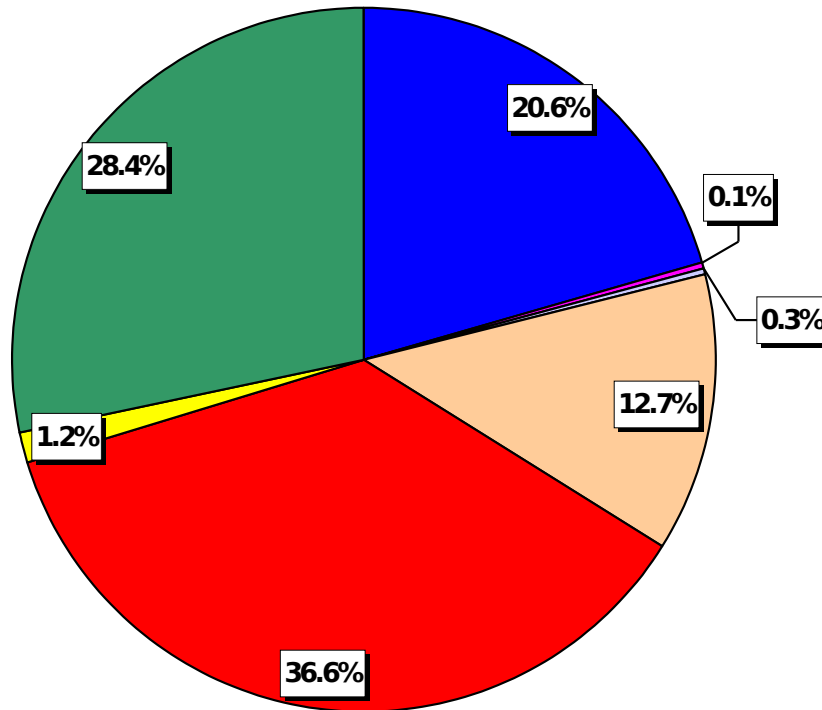


Heme-Onc

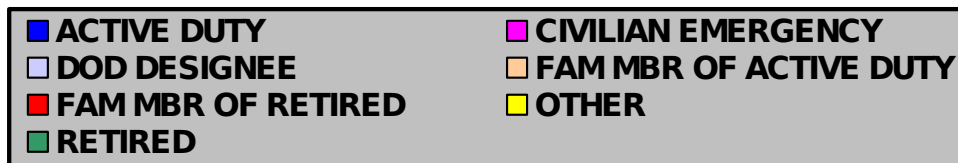
FY04 Current Visits/Provider/FTE



Hem/Onc Direct Care Outpatient Unique Users By Patient Category Oct 03 – Jun 04



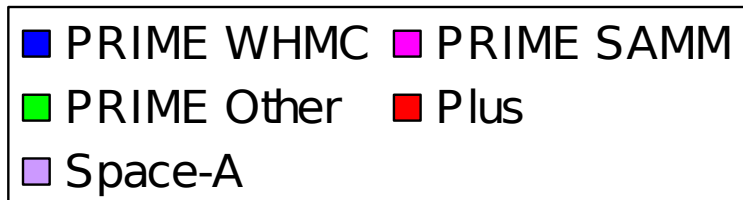
PATIENT CATEGORY	#USERS
ACTIVE DUTY	159
CIVILIAN EMERGENCY	1
DOD DESIGNEE	2
FAM MBR OF ACTIVE DUTY	98
FAM MBR OF RETIRED	282
OTHER	9
RETIRED	219
VA	0
TOTAL	770



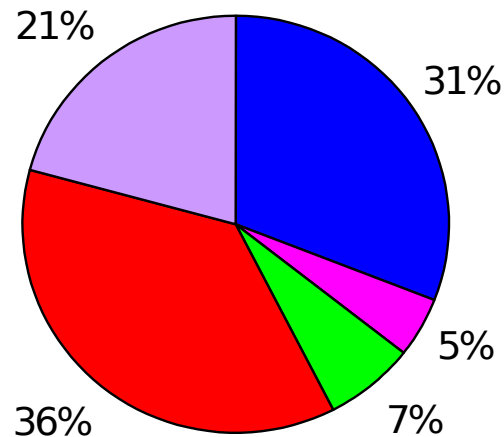
65% of patients
Are retirees/FMs

Hem/Onc

Source of RVUs

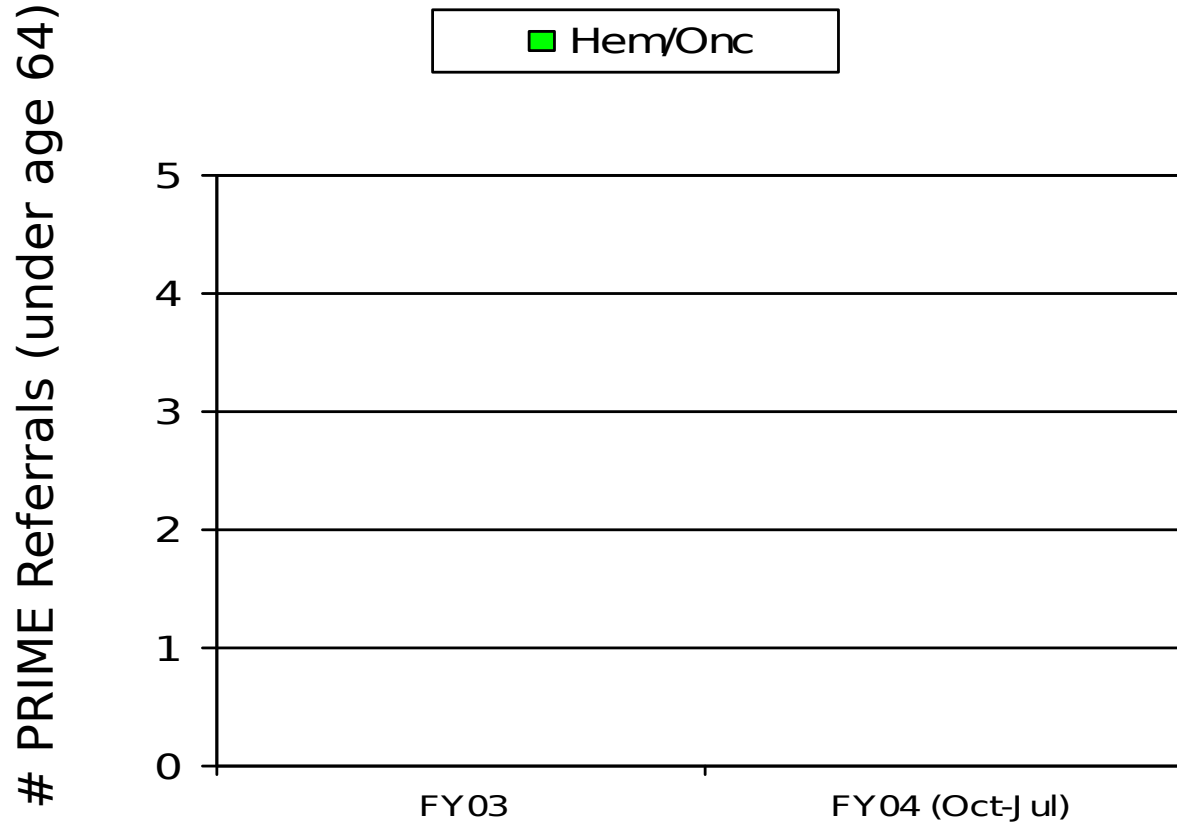


43% of RVUs are generated by PRIME



Heme-Onc

PRIME Containment & Referrals (OP)



Heme-Onc Market Share

Category	FY03	FY04 To Date
AD		\$ 68,132
BAMC Prime		\$ 228,619
WHMC Prime		\$ 157,869
Other MTFs		\$ 68,535
Network PRIME		\$ 177,736
Standard < 65		\$ 548,112
Total < 65	\$ -	\$ 1,249,003

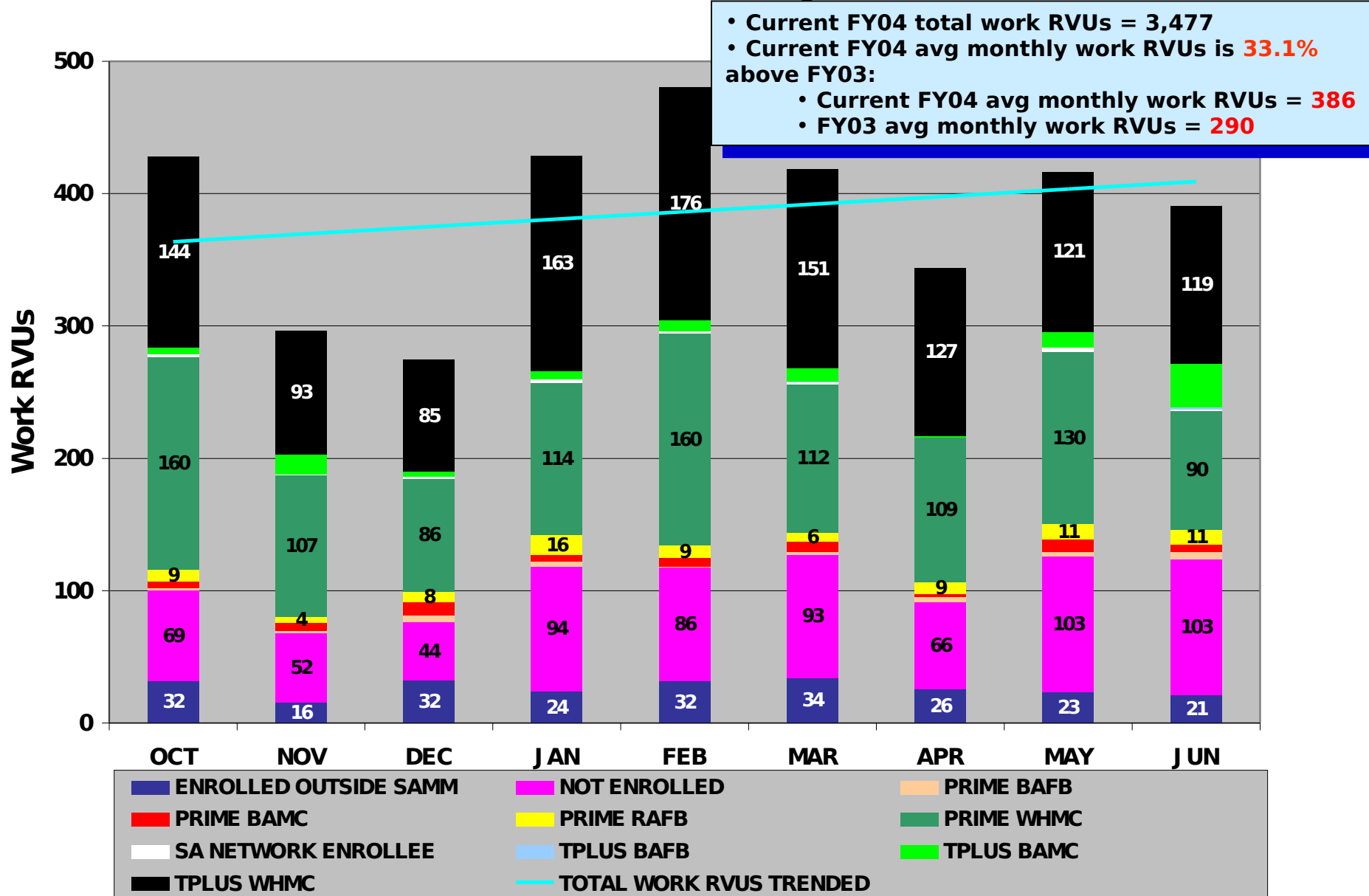
- WHMC and BAMC have approximately ____ of the market share (FY03 Data)
 - WHMC CMAC:
 - BAMC CMAC:

Hem/Onc Coding Analysis

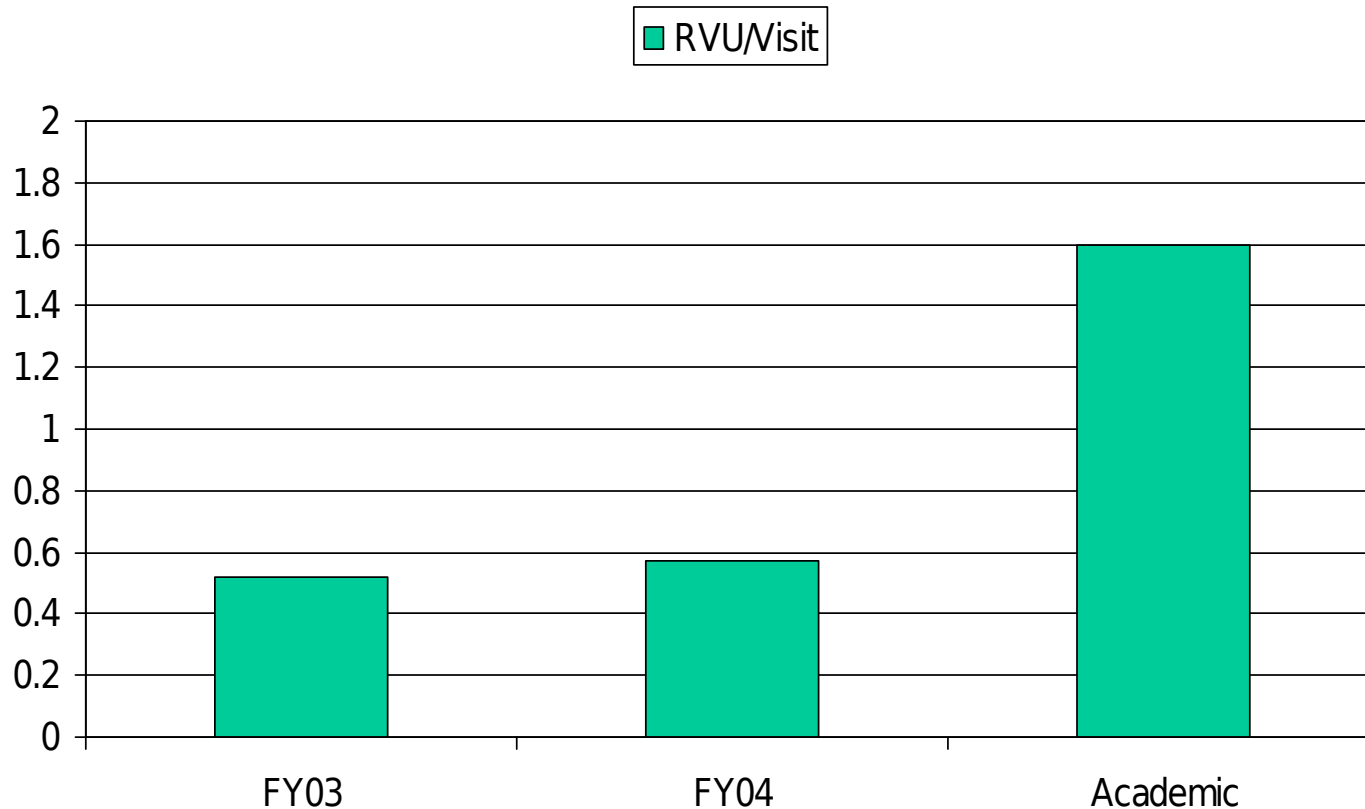
- Coder Situation: 1 coder
- Data Quality* (Goal: 90% or more)
 - ICD9: 51.4%
 - CPT: 4.4%
 - E&M: 65%

- Jul 04 Audit
- Not Meeting AFMSA Standard

Hem/Onc Direct Outpatient Care Work RVUs Oct 04 - Jun 04



Hem/Onc RVU/Visit (FY03-FY04)



- Coding Issue

Hem/Onc

Business Plan Performance Oct-Jun 04

Outpatient	FY02 Target	FY04 Actual	Difference
IHC	1,478	1,069	(409)
ODC	1,557	1,087	(471)
Total PRIME	3,035	2,156	(880)
FFS OE	775	409	(366)
FFS SA	1,117	725	(392)
FFS Plus	1,563	1,275	(289)
Total FFS	3,456	2,409	(1,047)

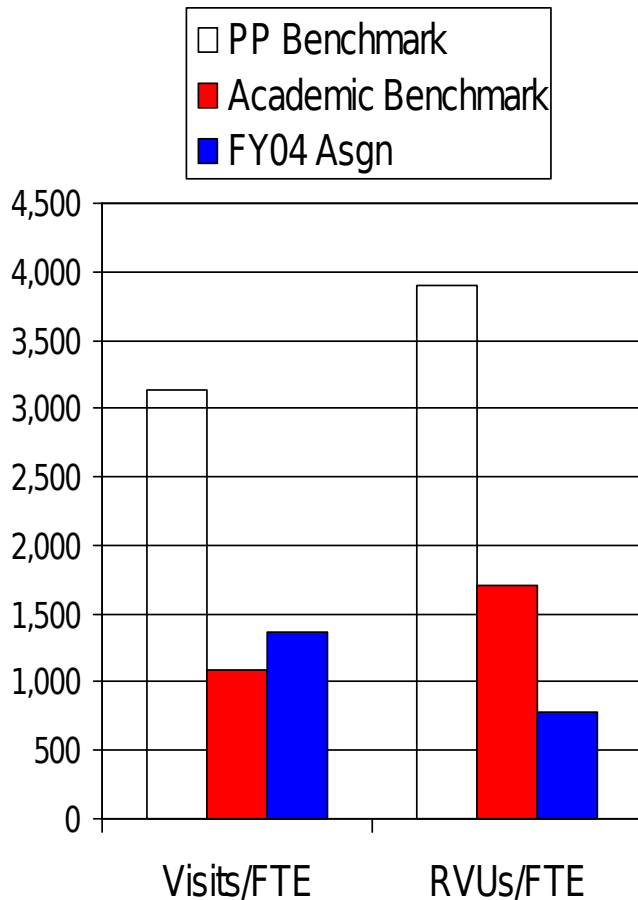
Inpatient	FY02 Target	FY04 Actual	Difference
IHC	116.59	152.09	35.50
ODC	0.49	3.31	2.82
Total PRIME	117.08	155.40	38.32
FFS OE	301.75	270.27	(31.48)
FFS SA	192.14	169.29	(22.85)
FFS Plus	87.97	89.51	1.54
Total FFS	581.86	529.07	(52.79)

Outpatient
1,927 fewer RVUs
Than in FY02 @
\$74 = -\$143K

Inpatient
14.47 fewer RWPs
Than in FY02 @
\$6K = -\$87K

Hem/Onc

Benchmark Comparison per FTE

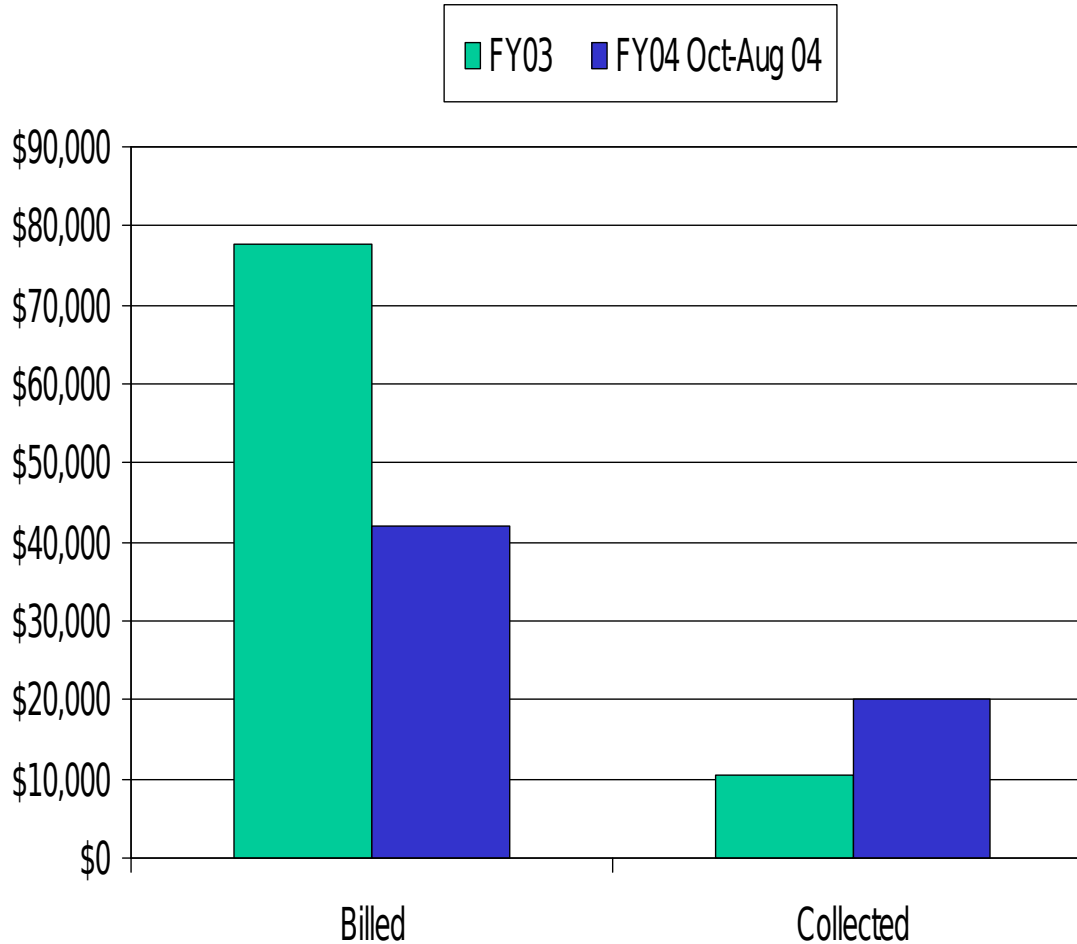


	Assigned UMD	1 AD = .7 FTE
#FTEs	6	4.2
FY04 Visits	8,178	8,178
FY04 Visits/FTE	1,363	1,947
Academic Benchmark (visits/FTE)	1,096	1,096
% Compared to Acad. Benchmark	124%	178%
FY04 RVUs (Proj)	4,632	4,632
RVU/Visit	0.57	0.57
RVU/FTE	772	1,103
Academic Benchmark (RVI/FTE)	1,705	1,705
% Compared to Acad. Benchmark	45%	65%

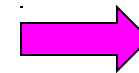
- Academic benchmark is 59 MDW benchmark
Exceeding visits/FTE but falling short of RVUs
Per FTE due to coding issue

PP: Private Practice

Hem/Onc Reimbursements FY03 vs. FY04



- Bill to Collection Ratio
 - FY03: 0.14
 - FY04: 0.48
- Billing Rate
 - FY03: \$6.5K/mo
 - FY04: \$3.8K/mo
 - (down 41%)



\$20K collected
As of 31 Aug 04
Almost doubled FY03








Hem/Onc Customer Satisfaction









- DoD Customer Satisfaction Survey

Hem/Onc	FY02	FY03	FY04
Overall Satisfaction	67%	93%	100%
Satisfaction with Medical Care	33%	100%	100%

Heme-Onc Customer Satisfaction higher
than overall FY04 59 MDW Average

Hem/Onc Stoplights

Area Reviewed	
Health of GME Program	
Manpower/Staffing	
Access to Care (Specialty Care)	
Use of Templated Appointments	
Visits over Time (02 to 04 trend)	
Reimbursements	
Market Share	

Area Reviewed	
RVU/Visit over time	
Data Quality	
WHMC vs. Civ Benchmarks	 
Direct Care RVU Workload	
BP Performance Oct-Jun 04	
BP Performance (FY05)	
Customer Satisfaction	

Heme-Onc

Next Steps

- Step 2
 - Follow-up: 18 Nov at 1430 (tentative)
- Step 3
 - Projected WHMC/BAMC Brief: Dec 04



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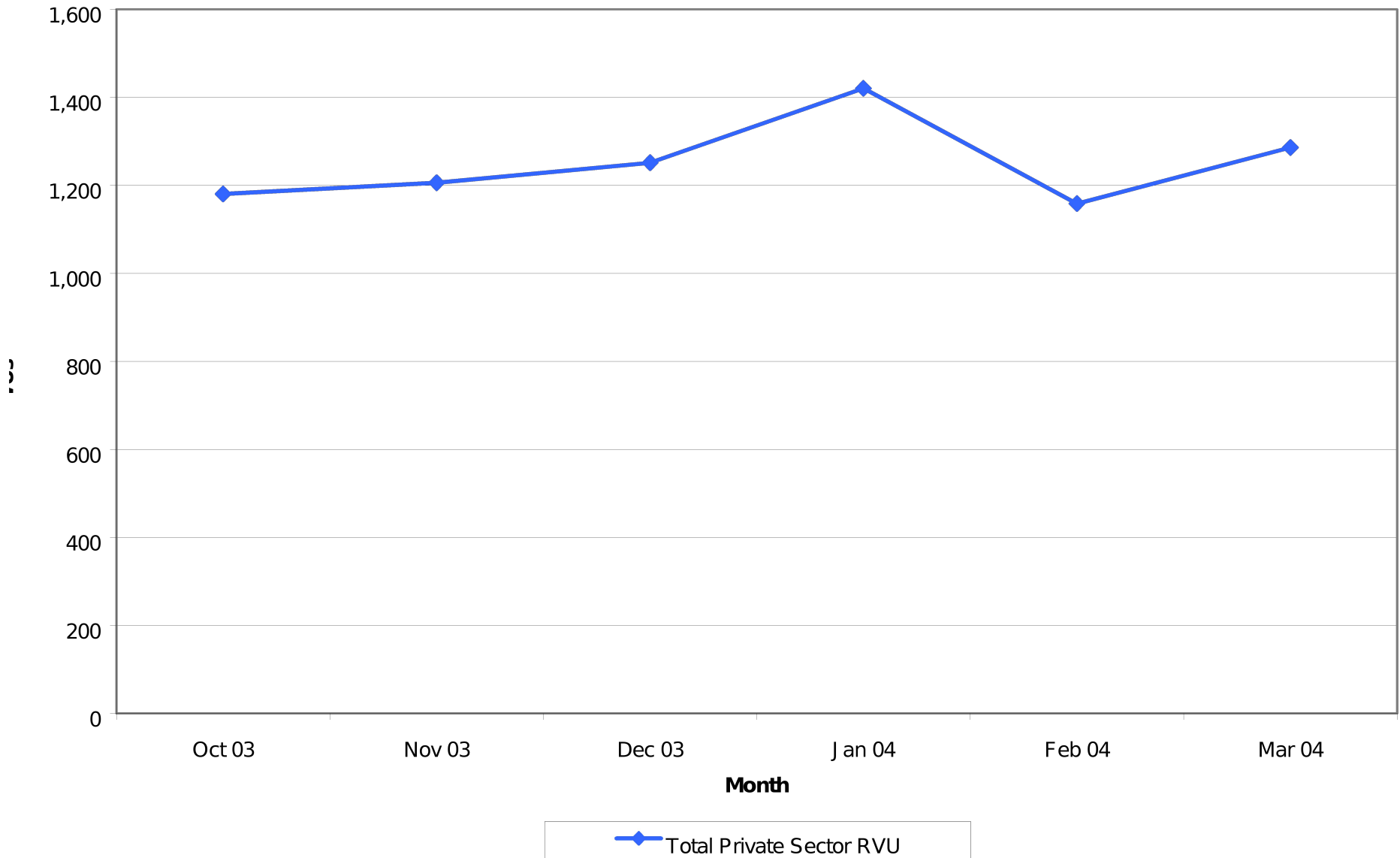
Back-up Slides

Amount Paid by Physician Specialty of Private Sector Outpatient Claims by Beneficiary Category in FY04

Physician Specialty	Active Duty	Prime to BAMC	Prime to WHMC	Prime to RAFB/BAFB	Prime to other MTF	Prime to Network	Space A <65	Total <65
Hematology / Oncology	\$68,132.04	\$228,618.57	\$157,869.27	\$66,221.72	\$2,313.94	\$177,735.87	\$548,111.85	\$1,249,003.26

Note: Private sector claims may not have been filed by a hematology or oncology specialist. Claims are based on primary diagnoses indicating neoplasms (ICD9 codes 140 - 239).

Private Sector Hematology / Oncology RVUs in FY04



MTF Prime - Top 20 Private Sector Hematology/Oncology Outpatient Procedures in FY04

Procedure Code	Count	Description
20500	479	ACUTE MYELOID LEUKEMIA WITHOUT MENTION OF REMISSION
1749	426	MALIGNANT NEOPLASM OF BREAST (FEMALE), UNSPECIFIED
20002	375	RETICULOSARCOMA, INTRATHORACIC LYMPH NODES
2113	355	BENIGN NEOPLASM OF COLON
1719	214	MALIGNANT NEOPLASM, CONNECTIVE/SOFT TISSUE, NOS
20501	141	ACUTE MYELOID LEUKEMIA IN REMISSION
20012	116	LYMPHOSARCOMA, INTRATHORACIC LYMPH NODES
185	94	CANCER OF PROSTATE
1550	93	MALIGNANT NEOPLASM OF LIVER, PRIMARY
20510	84	CHRONIC MYELOID LEUKEMIA WITHOUT MENTION OF REMISSION
V581	81	ENCOUNTER FOR CHEMOTHERAPY
2396	74	NEOPLASM OF UNSPECIFIED NATURE OF BRAIN
20410	65	CHRONIC LYMPHOID LEUKEMIA WITHOUT MENTION OF REMISSION
1716	62	MALIGNANT NEOPLASM, CONNECTIVE/SOFT TISSUE OF PELVIS
20280	56	OTHER MALIGNANT LYMPHOMAS, SITE NOS, EXTRANODAL & SOLID ORGANS
1916	54	MALIGNANT NEOPLASM OF CEREBELLUM NOS
2290	53	BENIGN NEOPLASM OF LYMPH NODES
20511	52	CHRONIC MYELOID LEUKEMIA IN REMISSION
2387	52	NEOPLASM OF UNCERTAIN BEHAVIOR, OTH LYMPHATIC/HEMATOPOIETIC
193	41	CANCER OF THYROID GLAND

**** Note: Private sector outpatient data excludes resource sharing and any patient age 65 and above. ****

Space A - Top 20 Private Sector Hematology/Oncology Outpatient Procedures in FY04

Procedure Code	Count	Description
1749	795	MALIGNANT NEOPLASM OF BREAST (FEMALE), UNSPECIFIED
V581	498	ENCOUNTER FOR CHEMOTHERAPY
185	256	CANCER OF PROSTATE
2113	226	BENIGN NEOPLASM OF COLON
1622	220	MALIGNANT NEOPLASM OF MAIN BRONCHUS
1629	219	MALIGNANT NEOPLASM OF BRONCHUS AND LUNG, UNSPECIFIED
2390	137	NEOPLASM OF UNSPECIFIED NATURE OF DIGESTIVE SYSTEM
2382	126	NEOPLASM OF UNCERTAIN BEHAVIOR OF SKIN
1539	116	MALIGNANT NEOPLASM OF COLON, UNSPECIFIED
193	112	CANCER OF THYROID GLAND
1733	95	OTHER MALIGNANT NEOPLASM OF SKIN OF OTH/UNSPEC PARTS OF FACE
1535	88	MALIGNANT NEOPLASM OF APPENDIX
1991	78	OTHER MALIGNANT NEOPLASM OF UNSPECIFIED SITE
1830	69	MALIGNANT NEOPLASM OF OVARY
1712	63	MALIGNANT NEOPLASM, CONNECTIVE/SOFT TISSUE OF ARM, SHOULDER
1519	60	MALIGNANT NEOPLASM OF STOMACH, UNSPECIFIED
1623	53	MALIGNANT NEOPLASM OF UPPER LOBE, BRONCHUS OR LUNG
1985	53	SECONDARY CANCER, BONE AND BONE MARROW
20280	51	OTHER MALIGNANT LYMPHOMAS, SITE NOS, EXTRANODAL & SOLID ORGANS
1742	49	MALIGNANT NEOPLASM OF UPPER-INNER QUADRANT OF FEMALE BREAST

**** Note: Private sector outpatient data excludes resource sharing and any patient age 65 and above. ****